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**The impact of the market orientation concept on marketing performance in
the libraries of Jordanian universities from the point of view of
managers and heads of departments**

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**The impact of the market orientation concept on marketing
performance in the libraries of Jordanian universities from the point of
view of managers and heads of departments**

Abstract

This study aimed to investigate the impact of the application of the market orientation concept and its components on marketing performance in state and private university libraries in Jordan from the point of view of their managers and heads of departments. The initial study sample consisted of 170 library managers and heads of departments, of whom 95 (55.9 %) responded to the questionnaire.

The study revealed that both state and private university libraries in Jordan apply the concept of market orientation, although there are differences in the application of the components of market orientation. It also revealed that there are significant differences between the respondents' points of view, which could be attributed to the dependent variables of specialization, educational qualification and years of experience, and due to libraries' number of employees and duration of establishment. There are no significant differences between the respondents' points of view that could be attributed to the dependent variables of gender and sector (state or private). It also revealed that all market orientation components has a high positive impact on marketing performance.

The study introduces some recommendations related to the findings, such as the need to develop environmental adaptability and

competitive orientation, and to pay more attention to finding out the needs of users.

Keywords: University Libraries; Jordan; Market Orientation; Marketing Performance

Introduction

University libraries, as non-profit organizations, are different from other business organizations in that they do not seek to achieve financial profit, but they need to implement market orientation, which guarantees sustainability and the ability to face the great competition for excellence in order to meet the needs and desires of the users that are characterized by constant change. The number of universities in Jordan has increased rapidly. At the time of the study, there were 34 universities distributed among twelve governorates (muhafazah) (Wikipedia n.d.), which means that there is now competition between library services, so it is important to pay libraries to continuously collect information on the needs of the target users and the capabilities of competitors' libraries, as confirmed through the concept of market orientation.

It should be noted that the *market orientation* approach is different from the *marketing orientation* approach; the former is more appropriate in this study because market orientation highlights the broad application of the entire organization, while the marketing orientation approach describes the philosophy and the specific activities of the marketing department itself (Kohli and Jaworski 1990).

This study aims to investigate the impact of the market orientation concept and its components on marketing performance in state and private university libraries in Jordan.

The importance of the study

This study is the first on the subject of the impact of market orientation and its components on the marketing performance in Jordanian state and private university libraries. Therefore, the importance of the study derives from its results and their implications for Jordanian state and private university libraries.

Study terms

The Hashemite Kingdom of **Jordan** is located in the heart of the Middle East and the Arab World. Jordan is bordered to the north by Syria, to the east by Iraq and Saudi Arabia, and to the south by Saudi Arabia and the Gulf of Aqaba, its only sea outlet, which gives access to the Red Sea (Ministry of Higher Education 2012).

Market orientation refers to the extent to which the organization is oriented towards the user and the recognition of the importance of the role of marketing in the delivery of marketing needs to all sections of the organization. Lado and Rivera (1995) define market orientation as a strategy used to attain a sustainable competitive advantage (SCA); to maintain the SCA, firms must analyse their markets, environment, and competitors, use that information to co-ordinate all organizational

departments, and develop competitive actions in relation to their markets, environment and competitors.

Kotler (2006) identifies six **components** of the market orientation concept:

1. *Customer Orientation*: The library user is the primary axis of the marketing process; therefore, the success of university libraries in making appropriate marketing decisions primarily depends on the extent of their understanding and knowledge of the needs, desires and characteristics of groups of target users, as well as the factors influencing their decisions and behaviour regarding the use of libraries.
2. *Marketing Information Availability*: Appropriate marketing decision-making depends on the quantity and quality of available information.
3. *Generating & Communicating Marketing Information*: This means gathering information about the market, disseminating this information, and responding to it.
4. *Marketing Operational Efficiency*: The effectiveness of marketing plans and decisions depends on the efficiency of their implementation.
5. *Competition Orientation*: Competition orientation means recognizing the strengths and weaknesses of company marketing strategies in the short term; in other words, it means that university libraries must work on searching for

users and caring for them, as well as focusing on each of the competitor libraries and library users.

6. *Environmental Adaptation:* The continuation of university libraries and achievement of their objectives depend on their ability to respond to the requirements of the environment in which they conduct their activities or intend to work in the future. Keeping pace with environmental developments and making the required changes are essential for university libraries that wish to maintain a competitive position.

Selective review of relevant literature

A review of the literature on the application of the market orientation concept reveals an abundance of studies that have addressed this phenomenon in different parts of the world. The following is a selection of the related studies on the application of the market orientation concept in libraries.

Suliyanto and Rahab's (2012) study aimed to find out the role of market orientation and learning orientation in improving the innovativeness and performance of small and medium enterprises. The central findings indicate that learning orientation plays a mediating role in the relationship between market orientation and innovativeness, innovativeness has an effect on business performance, market orientation can strengthen learning orientation and innovativeness in small and medium enterprises, and the market information obtained from customers and competitors helps firms to keep an eye on the

market. The findings also indicate that the application of market orientation achieves better competitive advantages and business performance.

Shin's (2012) study, which consisted of three dimensions of market orientation, namely customer orientation, competitor orientation, and inter-functional coordination, reveals that customer orientation and inter-functional coordination have a direct impact only on customer satisfaction, while all three dimensions of market orientation fail to link directly to other firm performance variables such as market effectiveness, adaptability, and profitability.

Hinson and Mahmoud's (2011) study, which focused on exploring the market orientation disposition of small businesses operating in Ghana, points out that most of the proprietors interviewed did not understand market orientation and did not see its importance for the success of their businesses. Rather their primary focus was on the customer and the methods adopted were very informal but seemed to have a positive effect on market share and customer retention.

The findings of Jiménez-Zarco, Martínez-Ruiz and Izquierdo-Yusta's (2011) study, which aimed to investigate the relevance of market orientation for firms' client cooperation relationships in developing radical innovations in the service sector, suggest that customer orientation, competitor orientation, and inter-functional coordination provide means to differentiate between firms that cooperate with their clients and those that do not. Whilst the distinction between firms that cooperate and those that do not is possible for the

total sample of firms, for the sub-samples, not all market orientation dimensions can discriminate in this way.

The results of Mahmoud's (2011) study, which aimed to investigate the link between market orientation and performance in Ghanaian small and medium scale organizations (the SME sector), indicate that firms need to be more customer focused, monitor competitive trends, and respond to market intelligence in order to survive given evidence of their financial, technical and other constraints. The findings also show that the development of market orientation in this sector rests primarily on the attitude of owners/managers. More importantly, the repeatedly reported performance implications of market orientation have not eluded Ghanaian SMEs, and market orientation leads to superior performance under constantly competitive conditions.

Sen's (2010) study, which aimed to explore the relevance of market orientation as a strategic orientation in the management of libraries to identify aspects of market orientation and evidence of adoption of market orientation in libraries, provides an overview of how library managers can adopt a market- oriented approach to the strategic management of their library services. The findings show that market orientation is relevant for libraries as one of many strategic orientations and there is a lack of systematic application of market orientation in library management with a focus on selected aspects of market orientation, e.g. customer orientation.

Barnabas and Mekoth's (2010) study aimed to find out whether

superior autonomy at boundary spanning levels in service organizations results in better market orientation and performance, and whether autonomy and decentralization, although conceptually different, have similar practical implications. The regression results suggest that superior personnel-related and goal-setting autonomy at boundary spanning levels have positive implications for market orientation as well as performance; however, marketing autonomy does not have a significant impact on market orientation. Furthermore, autonomy and decentralization, despite their conceptual differences, display similar implications for market orientation and performance, and formalization; they have a negative impact on market orientation but no direct impact on performance.

The findings of Kara and DeShields's (2005) study, which aimed to find out the effect of market orientation on business performance, indicates that a market orientation provides an organization with a better understanding of its customers, competitors and environments, which subsequently leads to superior organizational performance.

Singh's (2009) study aimed to answer the question "Why are some libraries more market-oriented than others?" This research examined the pertinent issues underlying the inter-relationship between market orientation and superior service performance, and showed that higher market orientation is positively related to libraries' superior service performance. The study suggests that the gap between the service provider and recipient can be closed by increasing the marketing competence of the service provider.

Linus's (2006) study, which aimed to investigate the extent of the application of market orientation and identify the various dimensions of market orientation on which Nigerian marketers focus, shows a reasonable exercise of market orientation among the firms researched.

Alper, Akýn and Orhan (2006) undertook a study aiming to develop a market-oriented scale for accounting firms. Their findings show that Turkish accounting firms believe that the interests of the customer are of primary importance in market orientation.

The results of Sen's (2006) study, which aimed to define the concept of market orientation relative to the library sector, provides the basis for research development into market orientation and its value for libraries, and indicates that market orientation is a concept that library professionals see as being valuable.

Kara and DeShields (2005) suggest that market orientation gives business organizations an in-depth understanding of its customers, competitors, and the environment, which consequently leads to superior business performance.

Finally, Andreu and Enrique's (2005) study, which aimed to examine the effect of a market-oriented product on the satisfaction and reliability of distributors, indicates that all aspects of the impact of market orientation on producers have positive effects on distributor satisfaction; therefore, adopting market orientation is justified on practical grounds to increase reliance and satisfaction among distributors.

Methodology and research questions

This study was primarily concerned with gathering empirical data on the application of the components of the concept of market orientation in university libraries. Therefore, this study aimed to investigate the extent of the application of the market orientation concept in state and private university libraries in Jordan and its impact on the marketing performance according to the perspective of managers and heads of departments, as well as through a comparison of the practical application of the concept between libraries. This was accomplished by answering three key research questions:

1. To what extent is the concept of market orientation and its components applied in Jordanian state and private university libraries?
2. Are there any statistical differences between the views of the respondents regarding the application of the components of the market orientation concept in Jordanian state and private university libraries attributable to the characteristics of university libraries, such as sector (state or private), number of employees, and the duration of the establishment of the library? Are there any differences related to the demographic characteristics of managers and heads of departments of university libraries, such as sex, educational specialization, educational qualification, and years of experience?
3. What is the impact of the application of the market

orientation concept on Jordan university libraries' marketing performance?

The principal research tool used was a questionnaire, which was designed and developed by the researcher based on his personal academic experience and information gathered from discussions and consultations with academic referees specialized in libraries and information science and marketing science. The questionnaire was modified where necessary. The final version (see Appendix) included a set of statements concerning the application of the components of the concept of market orientation and its impact on marketing performance in Jordanian university libraries according to their managers and heads of departments.

The questionnaire was distributed via e-mail (due to the significant distances between the libraries in the different governorates of Jordan) in the third week of the first semester of the 2011/2012 academic year. It was collected at the end of February 2012. The questionnaire comprised three main dimensions: the first dimension aimed to obtain demographic data regarding the characteristics of university libraries, such as affiliated sector (state or private), number of employees, and the duration of the establishment of the library, and the demographic characteristics of managers and heads of departments of university libraries, such as sex, educational specialization, educational qualification, and years of experience. The second dimension aimed to obtain data regarding the respondent's point of view on the application of the six components of the concept of

market orientation, each consisting of a set of statements. The third dimension aimed to obtain data regarding the respondent's point of view on the impact of the application of the market orientation concept on libraries' marketing performance. The questionnaire also included an open-ended question to invite suggestions from the respondents.

In order to verify the reliability of the study, the initial questionnaire was reviewed by five referees in order to solicit their opinions on the clarity and the extent to which each phrase met the study objectives. These referees comprised three library and information science professors and two marketing professors.

The researcher also applied Cronbach's alpha (Cronbach's α) to the responses using the statistical package "Statistical Package of the Social Sciences" (SPSS). The stability coefficient of the tool was 0.994, which is acceptable for the educational purposes of this study.

A limitation of the study was the influence of managers and heads of departments in the state and private university libraries in Jordan on decisions concerning the application of market orientation and its impact on marketing performance in these libraries in the first semester of the 2011/2012 academic year.

The study population consisted of 180 managers and heads of departments from 30 private and state Jordanian university libraries, and the research was conducted during the first semester of the 2011/2012 academic year. A total of 95 (52.8%) of the population responded: 35 (36.8%) of the respondents were from state university libraries and 60 (63.2%) were from private university libraries. Tables

1–4 show the demographic distribution of the respondents.

Table 1: Distribution of respondents from state and private university libraries and gender

Libraries	Respondents (n)	%	Male	%	Female	%
State libraries	35	36.8	20	57.1	15	42.9
Private libraries	60	63.2	32	53.3	28	46.7
Total	95	100	52	54.7	43	45.3

Table 2: Distribution of respondents with regard to number of employees in libraries

Libraries	Respondents (n)	≤ 10 employees	%	> 10 & ≤ 15	%	> 15	%
State libraries	35	0	00.0	9	25.7	26	74.3
Private Libraries	60	0	00.0	19	31.7	41	68.3

Table 3: Distribution of respondents with regard to duration of establishment

	Respondents (n)	< 5 years	%	5 – 10 years	%	11 – 15 years	%	> 15 years	%
State libraries	35	4	11.4	18	51.4	7	20.0	6	17.1
Private libraries	60	15	25.0	14	23.3	9	15.0	22	36.7

Table 4: Distribution of respondents with regard to specialization, qualification, experience

Specialization				
	State libraries	%	Private libraries	%
Library Science	28	80.0	48	80.0
Other Specialization	7	20.0	12	20.0
Total of Respondents	35	100	60	100.0
Qualification				
Less than Bachelor Degree	0		0	00.0
Bachelor Degree	25	71.4	43	71.7
Master Degree	8	22.9	11	18.3
PhD	2	5.7	6	10.0
Total of Respondents	35	100	60	100.0
Years of Experience				
Less than five	7	20.0	17	28.3

5–10	9	25.7	15	25.0
11–15	14	40.0	18	30.0
More than 15	5	12.3	10	16.7
Total	35	100	60	100.0

Statistical analysis

SPSS was used for the purpose of tabulating and processing data collected by the questionnaire. The statistical methods included descriptive statistics to describe the respondents' main characteristics as means, frequencies, percentages and standard deviations. The statistical significance of differences between trends among managers and heads of departments in the state and private sectors regarding the application of marketing components was also analysed based on the following: the characteristics of university libraries, such as sector (state or private), the number of employees, and the duration of the establishment of the libraries, as well as the demographic characteristics of managers and heads of departments of university libraries, such as sex, specialization, educational qualification, and years of experience.

Results and discussion

The results of the study are here presented in relation to the three research questions posed.

Research Question 1: To what extent is the concept of market orientation and its components applied in Jordan state and private university libraries?

This question aimed to investigate the extent of the application of the components of the concept of market orientation in state and private university libraries in Jordan. The responses are provided in detail in Tables 5–11.

Table 5: Respondents' mean scores for the components of the concept of market orientation in state and private libraries

Market orientation components	Mean		Std. deviation	
	State	Private	State	Private
Customer Orientation	44.66	42.98	13.21	13.64
Marketing Information Availability	26.17	25.80	11.18	11.24
Generating and Communicating Marketing Information	21.83	21.50	8.31	8.83
Marketing Operational Efficiency	41.09	40.08	13.70	13.81
Competition Orientation	34.54	31.93	11.49	11.23
Environmental Adaptation	34.34	33.65	11.56	10.96

Table 5 shows that all of the listed market orientation components are applied in both state and private Jordanian university libraries. The highest mean score was for the component "Customer Orientation": 44.6571 in state libraries and 42.9833 in private libraries), while the lowest mean scores were for the component "Generating and Communicating Marketing Information" and "Marketing Information Availability" (21.8286 and 26.1714, respectively, in state libraries, and 21.5000 and 25.8000, respectively, in private libraries).

Tables 6–11 show the trends in the respondents' answers regarding the statements concerning the six components of market orientation for the purposes of comparison. Table 6 describes the trends in the respondents' answers regarding the statements

concerning the first component of market orientation: **Customer Orientation.**

Table 6: Respondents' means scores for the statements concerning the marketing orientation component: Customer orientation

	Statements concerning the component "Customer Orientation"	Mean		Std. Deviation	
		State	Private	State	Private
1	The library studies the needs of the users in the target markets.	3.81	3.64	.821	.931
2	The library bases competitive advantage on the understanding of the users' needs.	3.42	3.44	.936	1.003
3	The librarian considers the library user the primary focus of his work.	3.64	4.04	1.410	1.081
4	The library follows up the changes and developments of the users' desires.	3.94	4.09	1.259	1.083
5	The library measures the extent of users' satisfaction periodically.	3.49	3.04	1.147	.971
6	The library gives priority to users' requirements.	3.17	3.25	1.014	1.010
7	The library has a strong commitment to the promises given to its users to meet their needs.	3.94	3.91	1.027	1.081
8	The library attends to users' complaints and works on solving them in a timely manner.	3.76	3.71	1.017	1.043
9	All library procedures are based on studies and research into the potential market.	3.94	4.05	1.248	1.141
10	The library tries to implement its procedures for the benefit of its users.	2.66	2.61	1.235	1.171
11	The library focuses its attention on current and prospective users.	2.97	3.07	1.175	1.237
12	The library management tends to pay attention to taking care	3.63	3.40	1.140	1.223

	of and taking into account changes in the users' needs.				
13	Users' satisfaction with the library services is important for the management of the library, so the library works hard to ensure their satisfaction.	3.66	3.41	1.035	1.141

Table 6 shows that the mean scores of the respondents for the statements concerning the market orientation component "Customer Orientation" are not particularly high in both state and private Jordanian university libraries. It may also be noted that the tenth statement gained the lowest mean scores (2.66 in state libraries and 2.61 in private libraries). This indicates that the libraries in neither sector attempt to implement their procedures perfectly in favour of the users.

The responses for the second component, **Marketing Information Availability**, are provided in detail in Table 7.

Table 7: Respondents' mean scores for statements concerning the market orientation component: Marketing Information Availability

No.	Statement	Mean		Std. Deviation	
		State	Private	State	Private
1	The library is keen to have a database for the surrounding marketing environment.	3.18	3.10	1.236	1.209
2	The library takes into account the collection of information on the needs and desires of the target market.	3.24	3.14	1.304	1.187
3	The library identifies and develops information on the needs of the target market.	3.26	3.16	1.263	1.192
4	The library is keen to develop strong relationships with	2.94	3.11	1.321	1.263

	users.				
5	The library focuses on the necessary information to identify categories of users.	3.18	3.21	1.267	1.261
6	The library, from time to time, collects information about changes in users' needs.	3.24	3.11	1.232	1.220
7	The library subsequently follows up on information concerning users' developments in the markets.	3.22	3.09	1.263	1.218
8	The library undertakes comparison studies of close users' markets.	2.86	3.00	1.115	1.150
9	The library depends on highly qualified marketing consultants to collect the necessary marketing information.	2.18	2.23	1.044	1.044

Table 7 shows that the mean scores of the respondents for the statements concerning the market orientation component "Marketing Information Availability" are generally high in both state and private Jordanian university libraries. It may also be noted that the ninth statement gained the lowest mean scores (2.18 in state libraries and 2.23 in private libraries). This indicates that the libraries in neither sector depend on highly qualified marketing consultants to collect necessary marketing information.

The responses for the third component, **Generating and Communicating Marketing Information**, are provided in detail in Table 8.

Table 8: Respondents' mean scores for statements concerning the marketing orientation component: Generating and Communicating Marketing Information

No.	Statement	Mean		Std. Deviation	
		State	Private	State	Private
1	The library regularly distributes information related to the users to all employees.	3.00	2.93	1.101	1.173
2	Staff in the library dedicate a large part of their time to discussing the users' future and potential needs.	2.94	2.81	1.476	1.432
3	The library discusses marketing opportunities and challenges.	3.21	3.09	1.473	1.327
4	The employees in the library are alerted quickly to any important information about competitors.	3.09	3.03	1.083	1.184
5	The library periodically evaluates the services provided to the users to ensure compatibility with their needs.	3.38	3.32	1.231	1.319
6	The library announces its services to the users in print media such as magazines and newspapers.	3.54	3.71	1.358	1.228
7	The library announces its services to the users through a library home page on the web.	3.30	3.50	1.185	1.158

Table 8 shows that the mean scores of the respondents for the statements concerning the market orientation component "Generating and Communicating of Marketing Information" are generally not high in either state or private Jordanian university libraries. It may also be noted that the second statement gained the lowest mean scores (2.94 in state libraries and 2.81 in private libraries). This indicates that the libraries in neither sector dedicate a large part of their time to discussing the users' future and potential needs.

Table 9 contains the details of responses for the fourth component, **Marketing Operational Efficiency**.

Table 9: Respondents' means scores for statements concerning the marketing orientation component: Marketing Operational Efficiency

No.	Statement	Mean		Std. Deviation	
		State	Private	State	Private
1	The library works on a suitable marketing strategy for the target market.	3.12	3.25	1.269	1.116
2	The library decides its pricing policy according to the value of the services from the users' point of view.	3.26	3.49	1.197	1.212
3	The library targets markets that afford competitive advantages.	3.15	2.98	1.202	1.246
4	The library provides full information to the user concerning the best services.	3.64	3.51	1.245	1.325
5	The library provides full information to the users concerning cooperative libraries.	3.46	3.25	1.268	1.455
6	The library works on marketing strategies that create competitive advantage.	3.26	3.32	1.245	1.152
7	The library provides activities for the users in social events.	3.80	3.91	1.106	1.014
8	The library develops its services according to changes in the users' needs and wishes.	3.86	3.84	1.192	1.162
9	The library enables users to obtain library services easily.	4.00	4.07	1.155	1.048
10	The library develops services to access competitive advantage.	3.39	3.44	1.391	1.290
11	The library takes seriously the developmental processes of competitive libraries.	3.50	3.36	1.187	1.317
12	The library feels satisfaction with the extent of its ability to develop a marketing plan.	3.63	3.74	1.285	1.330

Table 9 shows that the mean scores of the respondents for the statements concerning the market orientation component "Marketing

Operational Efficiency" are in general not especially high in either state or private Jordanian university libraries. It may also be noted that the third statement gained the lowest mean scores (3.15 in state libraries and 2.98 in private libraries). This indicates that the libraries in neither sector target markets that afford competitive advantage.

For the fifth component, **Competition Orientation**, responses are provided in detail in Table 10.

Table 10: Respondents' means scores for statements concerning the marketing orientation component: Competition Orientation

No.	Statement	Mean		Std. Deviation	
		State	Private	State	Private
1	Library employees regularly exchange information concerning the strategies of competitor libraries.	3.37	3.25	1.352	1.365
2	The library is keen to collect accurate and comprehensive information about competitor libraries and their performance in the market.	3.86	3.90	1.141	1.100
3	The library responds to the promotional strategies of its competitor libraries.	3.79	3.67	1.067	1.123
4	The library knows its competitor libraries well.	4.09	4.04	.866	.846
5	The library asks the users constantly to evaluate their services.	3.38	3.34	1.231	1.149
6	The library is keen to follow the situation of competitor libraries in the market.	3.33	3.36	1.291	1.071
7	The library analyses the situation of competitor libraries in the market.	3.41	3.41	1.282	1.290
8	The library responds quickly to increase the users moving from competitor libraries	3.51	3.33	1.173	1.274
9	The library regularly monitors the marketing efforts of competitor libraries.	3.33	2.93	1.190	1.025
10	The library follows up on potential environmental changes in the markets of the users.	3.26	3.00	1.221	1.064

Table 10 shows that the mean scores of the respondents for the statements concerning the market orientation component "Competition Orientation" are in general not particularly high in either state or private Jordanian university libraries. It may also be noted that the tenth statement gained the lowest mean scores (3.26 in state libraries and 3.00 in private libraries). This indicates that the libraries in neither sector follow up on potential environmental changes in the markets of the users.

In relation to the sixth component, **Environmental Adaptation**, the responses are provided in detail in Table 11.

Table 11: Respondents' mean scores for statements concerning the marketing orientation component: Environmental Adaptation

	Statement	Mean		Std. Deviation	
		State	Private	State	Private
1	The library periodically reduces the potential impact of changes in its work environment on the users.	3.15	3.19	1.234	1.274
2	The library conducts market studies to assess the awareness and understanding of the users.	3.49	3.49	1.173	1.215
3	The library quickly detects the changes in its work environment.	3.59	3.66	1.305	1.164
4	When something important happens in the market, all the employees are aware of it.	3.48	3.67	1.228	1.091
5	The library collects information on users through informal ways.	3.17	2.95	1.361	1.182
6	The library uses the most modern techniques to make its offers.	3.06	3.25	1.254	1.139
7	The library markets itself	3.71	3.83	1.250	1.062

	on the web.				
8	The library participates in local and international exhibitions.	3.74	3.76	1.120	1.129
9	The library is committed to government legislation relating to users.	3.86	4.11	1.192	.916
10	The library adopts marketing strategies consistent with the prevailing economic conditions.	3.68	3.65	1.173	1.246

Table 11 shows that the mean scores of the respondents for the statements concerning the market orientation component "Environmental Adaptation" are not particularly high for either state or private Jordanian university libraries. It may also be noted that the first statement gained the lowest mean scores (3.15 in state libraries and 3.19 in private libraries). This indicates that the libraries in neither sector periodically reduce the potential impact of changes in the work environment on the users.

Research Question 2: Are there any statistical differences between the views of the respondents regarding the application of the components of the market orientation concept in Jordanian state and private university libraries attributable to the characteristics of university libraries, such as sector (state or private), number of employees, and the duration of the establishment of the library? Are there any differences related to the demographic characteristics of managers and heads of departments of university libraries, such as sex, educational specialization, educational qualification, and years of

experience?

Tables 12–14 show responses that present statistical differences between the views of the respondents in relation to demographic characteristics in detail.

Table 12: Trends in the respondents' answers due to variables of demographic characteristics: sex and specialization

Source	Dependent Variable	T	Df	Sig. (2-tailed)
Sex	Customer Orientation	.394	93	.694
	Marketing Information Availability	.539	93	.591
	Generating & Communicating Marketing Information	-.293	93	.770
	Marketing Operational Efficiency	.336	93	.737
	Competition Orientation	-.209	93	.835
	Environmental Adaptation	.017	93	.986
	Total	.165	93	.870
Specialization	Customer Orientation	10.706	93	.000*
	Marketing Information Availability	8.662	93	.000*
	Generating & Communicating of Marketing Information	8.715	93	.000*
	Marketing Operational Efficiency	10.207	93	.000*
	Competition Orientation	9.969	93	.000*
	Environmental Adaptation	10.993	93	.000*
	Total	10.285	93	.000*

Table 12 shows that there were no significant gender differences between the respondents' points of view regarding the application of each of the components of market orientation and of all them together in the university libraries of both state and private universities. With

regard to the variable of specialization, it was noted that there were statistically significant differences between the respondents' points of view regarding the application of each of the components of market orientation and all of them together in the university libraries of both state and private universities. These differences reached a level of significance of 0.000 which is lower than the required level of significance ($\alpha \leq 0.05$). Respondents specializing in library and information sciences gained a mean score of 3.66 regarding the application of all of the components of market orientation together, while the mean score for respondents specializing in other sciences was 1.32.

The variation in the views of the respondents regarding the extent of the application of the components of market orientation in terms of the variable of educational qualification is shown in Table 13.

Table 13: Trends in the respondents' answers due to variables of demographic characteristics: educational qualification (ANOVA)

		Sum of Squares	Df	Mean Square	F	Sig.
Customer Orientation	Between	3067.704	2	1533.852	10.148	.000*
	n Groups					
	Within	13905.09	92	151.142		
	Groups	6				
	Total	16972.80	94			
		0				
Marketing Information Availability	Between	1734.068	2	867.034	8.004	.001*
	n Groups					
	Within	9965.553	92	108.321		
	Groups					
	Total	11699.62	94			
		1				
Generating &	Between	1139.927	2	569.963	9.037	.000*

Communicati ng Marketing Information	n Groups Within Groups	5802.431	92	63.070		
	Total	6942.358	94			
Marketing Operational Efficiency	Between	3163.619	2	1581.810	10.039	.000*
	n Groups Within Groups	14495.91	92	157.564		
	8					
	Total	17659.53	94			
Competition Orientation	7					
	Between	1992.788	2	996.394	9.087	.000*
	n Groups Within Groups	10088.15	92	109.654		
	9					
Environmenta l Adaptation	Total	12080.94	94			
	7					
	Between	1781.728	2	890.864	8.314	.000*
	n Groups Within Groups	9858.420	92	107.157		
Total	46					
	Total	11640.14	94			
	7					
	Between	74613.84	2	37306.92	9.499	.000*
	3			2		
	n Groups Within Groups	361323.1	92	3927.426		
	46					
	Total	435936.9	94			
	89					

Table 13 shows that there were significant educational qualification differences between the respondents' points of view regarding the application of each of the components of market orientation and all of them together in the university libraries of both state and private universities. These differences reached a level of significance of 0.000 which is lower than the required level of significance ($\alpha \leq 0.05$). Respondents with a Bachelor degree gained a

mean score of 3.53 regarding the application of all of the components of market orientation together, while the mean scores for respondents with a Master's degree or PhD were 2.48 and 2.50, respectively.

The variation in the views of the respondents regarding the extent of the application of the components of market orientation in terms of the variable of years of experience is shown in Table 14.

Table 14: Trends in the respondents' answers due to the variables of the demographic characteristics: years of experience

		Sum of Squares	Df	Mean Square	F	Sig.
Customer Orientation	Between Groups	5039.150	3	1679.717	12.809	.000*
	Within Groups	11933.650	91	131.139		
	Total	16972.800	94			
Marketing Information Availability	Between Groups	3826.088	3	1275.363	14.740	.000*
	Within Groups	7873.533	91	86.522		
	Total	11699.621	94			
Generating & Communicating Marketing Information	Between Groups	2083.184	3	694.395	13.004	.000*
	Within Groups	4859.174	91	53.398		
	Total	6942.358	94			
Marketing Operational Efficiency	Between Groups	5882.747	3	1960.916	15.152	.000*
	Within Groups	11776.790	91	129.415		
	Total	17659.537	94			
Competition Orientation	Between Groups	3816.063	3	1272.021	14.006	.000*
	Within Groups	8264.884	91	90.823		
	Total	12080.947	94			
Environmental Adaptation	Between Groups	3560.088	3	1186.696	13.365	.000*
	Within Groups	8080.060	91	88.792		
	Total	11640.147	94			
Total	Between Groups	140927.928	3	46975.976	14.490	.000*

	Within	295009.06	91	3241.858
	Groups	1		
	Total	435936.98	94	
		9		

Tables 15–17 show responses that present statistical differences between the views of the respondents in terms of the characteristics of university libraries in detail.

The variation in the views of the respondents regarding the extent of the application of the components of market orientation due to the variable of library sector (state or private) is shown in Table 15.

Table 15: Trends in respondents' answers due to variables of the characteristics of university libraries: affiliated sector (state or private)

Source	Dependent Variable	T	Df	Sig. (2-tailed)
Library sector (state or private)	Customer Orientation	.394	93	.694
	Marketing Information Availability	.539	93	.591
	Generating & Communicating Marketing Information	-.293	93	.770
	Marketing Operational Efficiency	.336	93	.737
	Competition Orientation	-.209	93	.835
	Environmental Adaptation	.017	93	.986
	Total	.165	93	.870

Table 15 shows that there were no significant differences between the respondents' points of view regarding the application of each of the components of market orientation and all of them together in the university libraries of both state and private universities in terms of sector (state or private).

The variation in the views of the respondents regarding the extent of the application of the components of market orientation due to the variable of the number of employees is shown in Table 16.

Table 16: Trends in the respondents' answers due to variables of the characteristics of university libraries: number of employees

		Sum of Squares	Df	Mean Square	F	Sig.
Customer Orientation	Between Groups	2849.182	1	2849.182	18.761	.000*
	Within Groups	14123.61 8	93	151.867		
	Total	16972.80 0	94			
Marketing Information Availability	Between Groups	2123.326	1	2123.326	20.621	.000*
	Within Groups	9576.295	93	102.971		
	Total	11699.62 1	94			
Generating & Communicati ng Marketing Information	Between Groups	1508.778	1	1508.778	25.824	.000*
	Within Groups	5433.580	93	58.426		
	Total	6942.358	94			
Marketing Operational Efficiency	Between Groups	3022.952	1	3022.952	19.208	.000*
	Within Groups	14636.58 5	93	157.383		
	Total	17659.53 7	94			
Competition Orientation	Between Groups	2585.267	1	2585.267	25.320	.000*
	Within Groups	9495.681	93	102.104		
	Total	12080.94 7	94			
Environment al Adaptation	Between Groups	2141.703	1	2141.703	20.970	.000*
	Within Groups	9498.444	93	102.134		
	Total	11640.14 7	94			

Total	Between	84335.48	1	84335.48	22.307	.000*
	Groups	2		2		
	Within	351601.5	93	3780.661		
	Groups	07				
	Total	435936.9	94			
		89				

Table 16 shows that there were significant differences between the respondents' points of view regarding the application of each of the components of market orientation and all of them together in the university libraries of both state and private universities in terms of the number of employees. These differences reached a level of significance of 0.000 which is lower than the required level of significance ($\alpha \leq 0.05$). Respondents of libraries with 10–15 employees gained a mean score of 4.01 regarding the application of all of the components of market orientation together, while the mean score for respondents in libraries with more than 15 employees was 2.94.

The variation in the views of the respondents regarding the extent of the application of the components of market orientation due to the variable of the duration of the establishment of the library is shown in Table 17.

Table 17: Trends in the respondents' answers due to variables of the characteristics of university libraries: the duration of the establishment of the library

		Sum of Squares	Df	Mean Square	F	Sig.
Customer Orientation	Between	10221.88	4	2555.470	34.068	.000*
	Groups	1				
	Within	6750.919	90	75.010		
	Groups					
	Total	16972.80	94			
		0				

Marketing Information Availability	Between Groups	7938.288	4	1984.572	47.486	.000*
	Within Groups	3761.333	90	41.793		
	Total	11699.621	94			
Generating & Communicating Marketing Information	Between Groups	4726.179	4	1181.545	47.983	.000*
	Within Groups	2216.179	90	24.624		
	Total	6942.358	94			
Marketing Operational Efficiency	Between Groups	11595.906	4	2898.976	43.028	.000*
	Within Groups	6063.631	90	67.374		
	Total	17659.537	94			
Competition Orientation	Between Groups	7663.021	4	1915.755	39.027	.000*
	Within Groups	4417.927	90	49.088		
	Total	12080.947	94			
Environmental Adaptation	Between Groups	6856.223	4	1714.056	32.247	.000*
	Within Groups	4783.925	90	53.155		
	Total	11640.147	94			
Total	Between Groups	287240.022	4	71810.005	43.464	.000*
	Within Groups	148696.968	90	1652.189		
	Total	435936.989	94			

Table 17 shows that there were significant differences in terms of the duration of the establishment of the library between the respondents' points of view regarding the application of each of components of market orientation and all of them together in the university libraries of both state and private universities. These differences reached a level of significance of 0.000 which is lower than

the required level of significance ($\alpha \leq 0.05$). Respondents of libraries which had been established for 5–10 years gained a mean score of 4.64 regarding the application of all of the components of market orientation together, while the mean score for respondents in libraries which had been established for less than 5 years, 11–15 and more than 15 years were 3.52, 2.87 and 2.14, respectively.

Research Question 3: What is the impact of the application of the market orientation concept on Jordan university libraries' marketing performance?

This question aimed to investigate the levels of the impact of the application of the market orientation concept on Jordan university libraries' marketing performance. The responses are provided in detail in Tables 18

Table 18: The impact of the application of the market orientation concept on marketing performance

Market Orientation Components		Mean	SD
Customer Orientation	leaves a positive impact on users' satisfaction	2.68	0.65
	leaves a positive impact on increasing the number of users	2.63	0.66
Marketing Information Availability	leaves a positive impact on users' satisfaction	2.42	0.81
	leaves a positive impact on increasing the number of users	2.50	0.70
Generating and Communicating	leaves a positive impact on users'	2.46	0.67

Marketing Information	satisfaction		
	leaves a positive impact on increasing the number of users	2.55	0.64
Marketing Operational Efficiency	leaves a positive impact on users' satisfaction	2.45	0.83
	leaves a positive impact on increasing the number of users	2.60	0.70
Competition Orientation	leaves a positive impact on users' satisfaction	2.71	0.54
	leaves a positive impact on increasing the number of users	2.59	0.69
Environmental Adaptation	leaves a positive impact on users' satisfaction	2.76	0.59
	leaves a positive impact on increasing the number of users	2.70	0.63

Table 18 shows that all market orientation components has a high positive impact on marketing performance through two sides; users' satisfaction and increasing the number of users.

Conclusion and recommendations

The research results indicate that state and private university libraries in Jordan have applied the concept of market orientation, although there are differences in the application of the components of market orientation. It can be noted that the most commonly applied market orientation component in state and private libraries is "customer orientation" and that the least commonly applied component in state libraries is "environmental adaptation", while the least

commonly applied component in private libraries is "competition orientation".

The results also indicate that there are significant differences between the trends regarding the application of all of the components of the market orientation concept together due to respondents' specializations, educational qualifications and years of experience, and due to library characteristics, namely, the number of employees and duration of establishment. Furthermore, there are no significant differences between trends regarding the application of the market orientation concept which are attributable to the variables of respondents' gender or to library sector (state or private). The results also indicate that the impact of the application of all market orientation components is a high positive impact on users' satisfaction and on increasing the number of users.

In light of what this study has found, there is a need to lay the foundations for the staff of libraries in order to work with them during their efforts to apply the market orientation. This would gain the libraries a competitive advantage, primarily by adopting a strategy of first meeting users' needs and desires. The awareness of library staff in terms of market orientation strategy and its benefits for libraries could be raised through periodic training courses for all staff members, and this would ensure their adherence to the fundamental aspects of this approach. With regard to this, it is important to encourage the library staff, without exception, to collect information on the market (users) through contact with them, to know their opinions, and classify

this information according to importance, then disseminate this information between all library staff in order to take appropriate decisions. A core part of such an approach is the development of methods of collecting, classifying and storing information, and how to use the information in a marketing plan, and adjust the plan in accordance with the information received. Furthermore, there is a need to focus on access to information concerning competitive libraries to identify their abilities and marketing methods used, and the strengths and weaknesses of competitors, in order to address these in the future.

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Appendix (1): The Questionnaire

Appendix (1): The Questionnaire

First: Demographic Data of Library Managers and Head of Department:

A) Gender:

☐ Male ☐ Female

B) Specialization:

☐ Library and information science ☐ Other disciplines

C) qualification:

☐ Less than a BA ☐ BA ☐ Master ☐ Ph.D.

D) Years of experience in the field of libraries

☐ Less than 5 years ☐ From 5 to 10 years

☐ From 15 to 11 years ☐ More than 15 years

Second: Library Demographic Data:

A) Library sector:

☐ State

☐ Private

B) The number of workers in the library:

☐ Less than 10 employees

☐ from 10 to 15

employees

☐ more than 15 employees

C) The period of the establishment of the library:

☐ Less than 5 years

☐ from 5 to 10 years

☐ from 15 to 11 years

☐ more than 15 years

Third: the point of view on components of the concept of market orientation:

Please tick (/) to the answer that express your point of view of the following statements:

1. The first component: the philosophy of the library user (Customer orientation)

No.	Statements concerning the component "Customer Orientation"	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The library studies the needs of the users in the target markets.					
2	The library bases competitive advantage on the understanding of the users' needs.					
3	The librarian considers the library user the primary focus of his work.					
4	The library follows up the changes and developments of the users' desires.					
5	The library measures the extent of users' satisfaction periodically.					
6	The library gives priority to users' requirements.					
7	The library has a strong commitment to the promises given to its users to meet their needs.					
8	The library attends to users' complaints and works on solving them in a timely manner.					
9	All library procedures are based on studies and research into the potential market.					
10	The library tries to implement its procedures for the benefit of its users.					
11	The library focuses its attention on current and prospective users.					
12	The library management tends to pay attention to taking care of and taking into account changes in the users' needs.					
13	Users' satisfaction with the					

	library services is important for the management of the library, so the library works hard to ensure their satisfaction.					
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The second component Marketing information availability

No.	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The library is keen to have a database for the surrounding marketing environment.					
2	The library takes into account the collection of information on the needs and desires of the target market.					
3	The library identifies and develops information on the needs of the target market.					
4	The library is keen to develop strong relationships with users.					
5	The library focuses on the necessary information to identify categories of users.					
6	The library, from time to time, collects information about changes in users' needs.					
7	The library subsequently follows up on information concerning users' developments in the markets.					
8	The library undertakes comparison studies of close users' markets.					
9	The library depends on highly qualified marketing consultants to collect the necessary marketing information.					

The third component: Generating and Communicating of Marketing Information:

No.	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The library regularly distributes information related to the users to all employees.					
2	Staff in the library dedicate a large part of their time to discussing the users' future and potential needs.					
3	The library discusses marketing opportunities and challenges.					
4	The employees in the library are alerted quickly to any important information about competitors.					
5	The library periodically evaluates the services provided to the users to ensure compatibility with their needs.					
6	The library announces its services to the users in print media such as magazines and newspapers.					
7	The library announces its services to the users through a library home page on the web.					

The fourth component: Marketing Operational Efficiency:

No.	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The library works on a suitable marketing strategy for the target market.					
2	The library decides its pricing policy according to the value of the services from the users' point of view.					
3	The library targets markets					

	that afford competitive advantages.					
4	The library provides full information to the user concerning the best services.					
5	The library provides full information to the users concerning cooperative libraries.					
6	The library works on marketing strategies that create competitive advantage.					
7	The library provides activities for the users in social events.					
8	The library develops its services according to changes in the users' needs and wishes.					
9	The library enables users to obtain library services easily.					
10	The library develops services to access competitive advantage.					
11	The library takes seriously the developmental processes of competitive libraries.					
12	The library feels satisfaction with the extent of its ability to develop a marketing plan.					

The fifth component: Competition Orientation:

No.	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Library employees regularly exchange information concerning the strategies of competitor libraries.					
2	The library is keen to collect accurate and comprehensive information about competitor libraries and their performance in the market.					
3	The library responds to the promotional strategies of its competitor libraries.					

4	The library knows its competitor libraries well.					
5	The library asks the users constantly to evaluate their services.					
6	The library is keen to follow the situation of competitor libraries in the market.					
7	The library analyses the situation of competitor libraries in the market.					
8	The library responds quickly to increase the users moving from competitor libraries					
9	The library regularly monitors the marketing efforts of competitor libraries.					
10	The library follows up on potential environmental changes in the markets of the users.					

The sixth component: Environmental Adaptation:

No.	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The library periodically reduces the potential impact of changes in its work environment on the users.					
2	The library conducts market studies to assess the awareness and understanding of the users.					
3	The library quickly detects the changes in its work environment.					
4	When something important happens in the market, all the employees are aware of it.					
5	The library collects information on users through informal ways.					
6	The library uses the most modern techniques to make its offers.					

7	The library markets itself on the web.					
8	The library participates in local and international exhibitions.					
9	The library is committed to government legislation relating to users.					
10	The library adopts marketing strategies consistent with the prevailing economic conditions.					

Fourth: The impact of market orientation on marketing performance:

A: The impact of market orientation on users' satisfaction:

Market Orientation Components	Impact Levels of market orientation components on marketing performance		
	High Level	Average Level	Low Level
Customer Orientation leaves a positive impact on users' satisfaction			
Marketing Information Availability leaves a positive impact on users' satisfaction			
Generating and Communicating Marketing Information leaves a positive impact on users' satisfaction			
Marketing Operational Efficiency leaves a positive impact on users' satisfaction			
Competition Orientation leaves a positive impact on users' satisfaction			
Environmental Adaptation leaves a positive impact on users' satisfaction			

B: The impact of market orientation on the number of users

Market Orientation Components	Impact Levels of market orientation components on marketing performance		
	High Level	Average Level	Low Level
Customer Orientation leaves a positive impact on increasing the number of users			

Marketing Information Availability leaves a positive impact on increasing the number of users			
Generating and Communicating Marketing Information leaves a positive impact on increasing the number of users			
Marketing Operational Efficiency leaves a positive impact on increasing the number of users			
Competition Orientation leaves a positive impact on increasing the number of users			
Environmental Adaptation leaves a positive impact on increasing the number of users			